

MILESTONES

PROJECT MANAGEMENT INSTITUTE - ORANGE COUNTY CHAPTER, INC.

1991, 1992, 1993, 1995 & 1997 CHAPTER OF THE YEAR

SEPTEMBER 2001, Volume 14, Number 9

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September 11th Meeting

PANEL ON PROJECT MANAGEMENT OFFICE

Join us to hear about our panelists' involvement in their Project Management Offices (PMO). They will share with us their experiences on knowing when you need a PMO, the benefits and challenges of starting a PMO, lessons learned, and the function and value of the PMO in their organizations.

Panel consists of:

Michael Beard, PMP, Senior Project Manager, Union Bank of California

Mike managed the team that selects the Enterprise Project Management system for Union Bank and is currently engaged in the bank's second largest initiative. He previously spent 21 years with McDonnell Douglas/Boeing. For more than 15 years, he managed a technical office in various countries in Southeast Asia. When he returned to the US, Mike worked in the Program Management Office of the Customer Support Division. Mike spent six years in several Program Manager roles directing global retrofit programs and new airplane development programs that ranged up to \$60M.

Adrienne Keane, PMP, Senior Project Manager, Cisco

Adrienne Keane is a Certified Project Management Professional with over 16 years of Information Technology and Business Operations experience in the financial services and automotive industries. In addition to managing projects, she has established an enterprise Project Management Office responsible for business planning, prioritization and project management of corporate-wide change initiatives, as well as implementation of project management tools and processes. She is currently employed by Cisco Systems Professional Services, managing a global network infrastructure upgrade for a major biotechnology company.

Mary C. Sunday, PMP, Senior Manager, Project Management Office, Computer Sciences Corporation

Mary joined CSC in 1995 when Hughes Aircraft outsourced their Information Technology (IT) organization. Her current position required the creation of a project management office which now supports over 40 project managers. Mary earned a BS degree in Computer Science, has completed the University of California, Irvine Certificate Program in Project Management and is certified as a Project Management Professional (PMP). Mary is also a member of University of California, Irvine Project Management Advisory Committee.

Robert White, Vice President, Business Technology Services, Ingram Micro

Robert has 19 years comprehensive experience in the field of Information Technology and business. His ability to understand the mission to be completed, create and execute an effective plan, and lead, mentor, and drive large project teams has resulted in under budget, on-time project delivery. Robert has proven his business experience through the successful launching of business units that delivered consulting and administrative services. He has managed personnel accounts of organizations in excess of 4,500 people and has had direct staff responsibilities for over 128 people at a given time. Financially, he has managed P&Ls of an annual revenue value of 7.2 million dollars.

**IMPORTANT
CANCELLATION
POLICY
CHANGE**

Details on Pages 3 and 4

NEW PROJECT MANAGEMENT PROFESSIONALS

Stacy Steck	PMP-#35856
Brenda Joyce	PMP-#36075
Franklin Allen	PMP-#36185
Daniel Takeyama	PMP-#35686
Gail Zinn	PMP-#35693
Larry Sawyer Gibson	PMP-#36104
John Carlyle	PMP-#36062

Total New PMPs: 7
 PMI-OC PMPs: 160

NEW MEMBERS

Brian Elliott Andrews
 Tetra Technology Consulting, L.L.C.

Oscar Banda
 AzTech International

Renee Barton
 TRW Systems

Giancarla Berardi
 PacifiCare Health Systems

Dennis Briley
 Dennis W. Briley Consulting

William Bromley
 SCE

Celeste Collins

Edward Curran

Paul Valentine Cwalina

Paul Martin Duchouquette
 Westec InterActive

Fulbert Fajardo
 R.L. Polk & Co.

Kirk Forney
 California Manufacturing
 Tech Center

Donna Harris Groth

Pablo Hernandez
 PacifiCare Health Systems

Tiia Jennaro
 AT&T Wireless

Todd Alexander Johnson
 Tiger Telecom

Willa Pauline Joslin
 Fluor Telecommunications

Jack Payton Kauffman
 Varco Drilling Equipment

Jonathan Kim

Timothy Thaddeu Luke
 The Irvine Company

Josie Moreno
 Fluor Signature Services

Ron Kenji Motonaga
 Honeywell

Continued on Page 11

THE PRESIDENT'S COLUMN



The Orange County Chapter has over 100 Project Management Professionals (PMP®). We have members of our chapter who were among the first PMPs, and we add new ones every month. Recently there have been a number of changes announced to the PMP exam. This month's article will focus on some of the recent changes.

As most everyone knows, the 2002 PMP exam will be based on the 2000 version of the *PMBOK Guide*. However, another major change is happening before that. On September 15th PMI is adding a new domain—Professional Responsibility. Professional Responsibility will comprise 14.5% of the exam. It will cover such topics as:

- Legal requirements, ethical standards and community values in exercising judgment
- Expanding public and organizational knowledge of PM through knowledge transfer, research and communication
- The ability to self assess and improve one's skills, abilities and competencies
- Conflict resolution and reconciling competing needs
- Professional communication, diversity and tolerance

The source documentation for this new area is:

- PMP Code of Professional Conduct
- *Doing Business Internationally: The Guide to Cross-Cultural Success*
- *The Cultural Dimension of International Business*
- *Global Literacies: Lessons in Business Leadership and National Cultures*

These books along with the other PMP source materials can be purchased through the PMI online bookstore.

With the addition of this new domain, the test blueprint is changing. This means that the percentage of questions by process area is shifting to accommodate the new domain. The Role Delineation Study reports the following comparison of the current exam and the exam as it will be after September 15th.

<u>Domain</u>	<u>Current Exam</u>	<u>After September 15</u>
Initiation	4%	8.5%
Planning	35.5%	23.5%
Executing	25%	23.5%
Controlling	27.5%	23%
Closing	8%	7%
Professional Responsibility	N/A	14.5%

According to Barbara Pattinson, Certification Administration Manager at PMI, the current pass rate on the PMP is 70%. The PMI website states that successful candidates must get 137 of the 200 questions correct in order to pass the exam.

There are several ways to get help in studying for the PMP exam. I won't go into all of them, but here are a couple:

- The Orange County Chapter hosts an extensive preparation course that runs for 6 Saturdays. There is a new course starting September 8th. The course is open to members only at the cost of \$500. To register, contact Graham Kneale at gkneale@flash.net.
- There are 50 sample questions posted on the PMI website, along with their answers. These questions include seven questions from the Professional Responsibility domain.
- PMI has a Basic Knowledge Assessment through Castle Learning that consists of 100 sample questions. The web site is: www.castlelearning.com. Select new user to register. The cost is \$35. Go to Tests Available, the Online Practice Tests and Project Management Institute.
- There are numerous organizations and individuals offering courses on-line, in person, through CDs, via books, etc.

If you read Margaret Cunningham's *Milestones* article on her experience last month, the most important thing you can do to pass is make a study plan, and stick to it.

With the economy the way it is, now is a particularly good time to get your PMP. Employers can afford to be more picky in their hiring, having a PMP makes you more "lay-off proof" and many RFQs are considering PMPs as a screening or weighting criteria in source selection. If you have any further questions about the value of getting your PMP, I encourage you to spend a few minutes with our VP of Professional Development, Ed Fern. He will be happy to share his enthusiasm and encouragement with you.

Best to you.

Cyndi Snyder, PMP

CANCELLATION DATE CHANGE

The cancellation date has been changed to 6 pm, the Sunday prior to the Tuesday meeting, effective October 1, 2001.

The mark of a good manager is the ability to listen to the counsel of others and make changes if there is a valid reason. When we announced our new policy for no shows/cancellation of dinner meeting reservations, we received feedback from a number of members. They agreed the dollar amount (\$15) is fair, but the timing is not. They all thought the Thursday deadline was too early, given the flexible nature of most people's jobs.

Judy Quenzer and Lew Siegler discussed the situation with the hotel and have made the following arrangements. We must give the hotel a "good" count by Friday morning, and a final count by Monday morning. This allows us to accept cancellations until 6 pm on Sunday evening. Thanks to everyone for their input and interest in keeping our finances sound and food on the table.

Janice Preston, PMP

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PMI-OC 2002 BOARD OF DIRECTORS – CALL FOR NOMINATIONS

In accordance with the chapter constitution, elections are to be held each year and newly elected officers are to start their terms beginning January 1st of the new year. A nominating committee has been appointed to seek out those who have indicated a desire to hold office in the coming year and will submit their names to be voted on in the forthcoming election. The election will be held at the Annual Business Meeting currently scheduled in October.

The chair of the nominating committee is Adrienne Keane, PMP. A tentative slate of candidates has been prepared listing those persons who have expressed a willingness to serve in certain positions.

President Cyndi Snyder, PMP
Vice President Programs Judy Quenzer
Vice President Communications Kristine Munson, PMP
Vice President Operations Terry Warner, PMP
Vice President Corporate Relations Ken Pao, PMP
Vice President Finance Stephen June, PMP
Vice President Membership Glen Fujimoto
Vice President Professional Development Ed Fern, PMP
Trustee Frank Reynolds, PMP

All eligible members are invited to submit their names as candidates for the open positions or as additional candidates for the positions where a name is already listed.

It takes many volunteers to lead and support upcoming chapter initiatives. The officers cannot operate a chapter of this size alone. By supporting your chapter you can learn additional skills, earn PDUs, and work with wonderful people. Please contact any officer regarding opportunities to volunteer.

Please contact Adrienne Keane, PMP at 714-394-5950 or by email at keanepmp@socal.rr.com to discuss your intentions to seek an officer position or to volunteer to support a chapter initiative.

Adrienne Keane, PMP



CANCELLATION/NO SHOW POLICY

PMI-OC POLICY CANCELLATIONS AND NO SHOWS

Effective 1 October 2001

Background

PMI-OC conducts monthly dinner meetings to support many of our Chapter goals. However, members who make reservations and do not attend the meeting, or make late, or no reservations cause a number of problems.

1. Attendees who make reservations and do not attend, challenge the Chapter goal of operating in a fiscally responsible manner. We must pay for the number of meals that we have confirmed to the hotel, whether or not that number is present.
2. Attendees who do not make reservations challenge the Chapter goal of presenting a quality meeting. We may have to set up extra tables to accommodate the attendees, and we may not be able to offer as high a quality meal as we would like. In some cases, there may not be enough meals or seating for the attendees.

Purpose

The purpose of this policy is to implement a mechanism by which the goal of operating in a fiscally responsible manner can be realized without compromising any of the other Chapter Goals. We are attempting to serve attendees who make reservations, accommodate attendees who make late or no reservations and penalize attendees who fail to cancel their reservations.

Policy

Members and non-members must make a reservation prior to the stated cutoff deadline to receive a preferential dinner meeting rate. After the stated cutoff deadline, members and non-members will be charged a higher rate.

Members and non-members who do not cancel their reservations prior to the stated cutoff deadline will be charged a cancellation fee.

PMI-OC PROCEDURE CANCELLATIONS AND NO SHOWS

Effective 1 October 2001

Reservations

Dinner meetings are held on the second Tuesday of each month.

1. Reservations made prior to Thursday at 9 p.m. Pacific Time (prior to the Tuesday meeting) will be charged the stated rates of:
 - \$30 for members – current member rate
 - \$35 for non-members – current non-member rate
2. Members and non-members making reservations after Thursday 9 p.m. Pacific Time the week prior to the meeting will be charged \$45.

Cancellations

1. Cancellations received prior to Sunday 9 p.m. Pacific Time (prior to the Tuesday meeting) will receive a full refund if paid in advance.
2. Members and non-members who make reservations and cancel after the Sunday 9 p.m. Pacific Time (prior to the Tuesday meeting) deadline will be invoiced a \$15 cancellation fee.

No Shows

Members or non-members who have made a reservation but do not show up for the meeting will be charged a no show fee of \$15. If the person paid by credit card, we will charge them a no show fee on their credit card, most likely in the form of a reduced refund. If the person paid by check, we will send them an invoice.

Members and non-members who cancel after Sunday, October 7 at 6 p.m. will be invoiced a \$15 cancellation fee.

Members and non-members who make reservations and do not show up at the meeting will be invoiced a \$15 no show fee.

FIRST IMPRESSIONS OF RUSSIA

I was nearly 46 years old when my classmate stood in Red Square and watched the Soviet flag being lowered and replaced by the Russian flag. For most of my lifetime, Russia was the enemy, the “Evil Empire” as Ronald Reagan called it. Ten years later, I was eager to be in Russia, to learn its mysteries, to see my friends’ home town and enjoy every minute. A thirty month e-mail relationship has the power to overcome nearly a half century of confusion, distrust, and fear. We live in a joyful time.

Early in the fifty-minute drive from Sheremetyevo airport to the Intourist Hotel, we passed the first of many McDonalds, followed quickly by an IKEA furniture store. These were almost disappointing. My wife, Cindy, and I wanted Moscow to be “different.” We need not have been concerned. Moscow is different. It is nearly impossible to be out of site of an Orthodox church in Moscow. Each has its unique collection of brightly colored onion shaped cupolas, but none is more dazzling, colorful, or magical than St. Basil’s at the end of Red Square.

It is difficult to describe, but unfair to omit, the Moscow streets. Even in the heart of the oldest parts of the city, Moscow streets are extremely wide and the city radiates a sense of openness that is reflected in the friendliness of Muscovites.

I was tempted to believe that Russia is well on its way to being an affluent capitalist society until my well-trained eye caught the real truth. The Russian textiles industry is in dire straits. Young ladies in Moscow and St. Petersburg have barely enough fabric of only the flimsiest sort with which to fashion their garments. I presume there may be similar distress in other parts of Russia, and I spent as much time as possible studying this most fascinating economic malady. I am certain it warrants further investigation and urge other project managers to see for themselves.

Good luck is better than good planning. By chance we visited the Kremlin on the same day that Mikhail Gorbachev was giving a tour to some foreign dignitary I did not recognize. I was humbled to stand within a yard of the man who, perhaps unintentionally, unleashed the forces, perestroika and glasnost, that so profoundly changed the world we live in.

Our overnight train trips to and from St. Petersburg proved to be opportunities for marvelous nights’ rest. The gentle rocking of the train carriage gave me as restful a night as I can remember. In exactly eight hours and covering 395 miles, Cindy and I had our own private compartment with two very comfortable cots. Two attendants oversaw the needs of only nine compartments in our car, delivering coffee and continental breakfast just before



St. Basil's Cathedral on Red Square

our arrival. This is the way to travel. Vladimir and Mascha Liberzon accompanied Cindy and me on walks, museum tours, everything we did. Vladimir and I saw nothing but projects and discussed each one in detail. The two cities we saw are bedecked in scaffolding. Restoration and new construction continue uninterrupted, twenty-four hours a day. The only exception to the relentless progress was a sixteen-hour hiatus for “Independence Day” on June 12. When I asked Vladimir, “Independence from what?” he shrugged and said, “Exactly!”

Mascha and Cindy saw nothing but beauty and discussed their awe and their appreciation. Mascha is a most talented interpreter and a serious student of both Russian and English literature. As we walked through Moscow, she often pointed out places where scenes in Russian novels are supposed to have taken place. Both Vladimir and Mascha have lived their lives in Moscow and they know their city intimately.

We ate often and well. We experienced new and delightful presentations, aromas, textures, and flavors. I quickly gave up on understanding what I was eating and simply enjoyed it all. I do know, however, that I will not willingly pass by a Georgian restaurant again, and I do not mean the sort that serves grits and peach pie. Many attractions in Russia have higher prices for foreigners than they have for Russians whose high taxes go to maintain and support these special places. Even with the higher “foreign” rates, we found Moscow to be a most affordable European capital. We hope your projects will take you to Russia soon.

Ed Fern, PMP



The Hermitage in St. Petersburg

AUGUST MEETING REVIEW

GETTING TOP \$\$\$ FOR YOUR SKILLS

Presented by John Hall, M.A. and Jan Cummings

John and Jan's presentation provided excellent professional insight on winning the job hunt.

John and Jan started out with the Universal Hiring Law, "Any employer will hire any applicant as long as they are convinced that the hiring will bring more value than it costs" (Tom Jackson). Demonstrating value is the key.

We were entertained with Jan interviewing John for a marketing position. There were numerous laughs as John demonstrated "How Not to Get the Job." Some of the points the audience identified were: lack of focus, wasted time, not prepared, interrupted, didn't know about the company, no questions, too much personal information, appearing desperate, no qualifications, and no closing at the end.

Know the position you are being interviewed for and know where you fit in relationship to the position. Know the Job Requirements and Your Background. Answer as many requirements as you can as quickly as you can. Don't go into the areas that are not a match. Remember where your skills are and which skills make you unique. Get the interviewers attention with values.

John and Jan reminded the audience that we are perceived in an interview by Sight (55%), by what is Heard (38%), and by what is Said (7%).

Develop quantified stories to relate to your experience, stories that are bottom line oriented and lead to results. A technique John offered was to place each story on one side of a 3x5 card and your matching skills on the other side. This will help you prepare in remembering your story and matching skills. Know your stories and skills as if they were second nature. During the interview ask some questions that will allow you to subsequently lead into your stories.

To get top dollar for the position John suggests writing a proposal. John's website contains an excellent *Wall Street Journal* article on the topic of proposal writing. A proposal separates you from the rest of the candidates and has a strong impact on the way you are perceived. The proposal shows "How" you can do something and increases the possibility of getting the job by 50%.

Getting top dollar for the position doesn't start with negotiations. John's advice is: Never discuss salary until the offer; let the employer go first; repeat the figure and be



Jan Cummings and John Hall at the PMI-OC August Dinner Meeting

silent; counter with a researched response; accept the offer, not the job.

John and Jan demonstrated how one might increase their interview/offer percentage, how to handle the Money question, how to increase your value, and recommended communication during the interview.

John's web site is www.hallcareer.com and sessions are at www.talk2k.com.

Mike Beard, PMP

2001 PMP® CERTIFICATION REMINDER

This is a reminder to all PMPs who need to re-certify by Monday, 31 December 2001: To maintain your good standing as a PMP, you must report at least 60 Professional Development Units (PDU's) by year's end. Expect to receive a certification renewal packet from the PMI Certification Department shortly if you have already satisfied the PDU requirement. Please complete and return the required re-certification form to the PMI Certification Department. The next PDP cycle will begin Tuesday, 1 January 2002. PMPs who do not meet requirements to maintain their certification by 31 December will have their certification status changed from "active" to "suspended." These individuals will then have another 12 months in which to complete the requirements before their PMP certification is "revoked." If you have questions regarding this matter, please contact Barbara Pattinson, PMI Certification Administrative Manager. (certmgr@pmi.org)

DYNAMIC LEADERS – DYNAMIC TEAMS

In today's corporate world, "team" is fast becoming a word associated with success. Companies are turning managers into leaders and employees into specialized teams. Why? To increase profits.

A dynamic team is a powerful force. It consists of people vested in the outcome of their joint efforts. They are not doing their jobs just for a paycheck; they are truly attached to the outcome of their endeavors, celebrating the company's success as their own.

Dynamic leaders know that their job is to draw forth employees' individual talents, creating alignment and enthusiasm to reach company goals. They relinquish the power of authority for the power of success.

Transforming any group into a dynamic force begins with people who lead from the following concepts.

- 1. Success is power.** Leaders in power achieved their position through creating a winning team, thereby gaining money, position, and influence. In a Presidential Election the candidate with the best team wins; however, without the continued achievement of the team, his power and authority fade. This holds true in the corporate world. The more successful your company, department or team, the more money, influence and security you receive.
- 2. Employees are jewels.** Every employee is a major contribution, a precious and valuable gem. Employees know what's working and what's not. They have talents,

skills, experience, and intelligence beyond the scope of their position. An employee with an annual salary of \$50,000 today is an employee of \$75,000 in the future. Companies win by finding the \$75,000 value and using it today.

With the above concepts as a foundation, the following techniques can be utilized in creating a powerhouse team.

- 1. Optimum team environment.** Create an environment that enables the group to form as a team. Schedule regular team meetings (and this is the key) where the manager/leader of the team *presents* the problem or goal and *guides* the team to discover the solution. Each member brings his or her unique perspective to create a solution that works for everyone, a solution that the team can enthusiastically carry out effectively and efficiently.
- 2. Inclusive thinking and speaking.** The Leader includes each team member's ideas as a contribution to the solution, regardless of whether the idea is actually used. Ideas are never excluded, ridiculed or ignored; they are considered part of the process to achieve a unified powerful solution.

In the above-created environment, employees who have been ignored in the past will feel appreciated and free to contribute. Over time they create themselves as a dynamic think-tank, going far beyond where they or anyone else thought possible, discovering insightful solutions with speed and accuracy.

*Kalee Gracse and Anita Kress
Dynamics*

PMP® EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP® EXAM QUESTIONS (answers are on page 11)

Here is a sample of some questions:

- A project manager's company operates in a high-technology area requiring the integration and sharing of several specialties. The project manager considers the appropriate organizational structure for the new project. The likely choice would be—
 - Matrix
 - Tight matrix
 - Functional
 - Projectized
- The project charter should be issued by —
 - The project manager
 - The head of the performing organization
 - A manager external to the project
 - Functional managers and the project manager
- Of the following risk quantification approaches, which one considers the attitude of the decision maker toward risk?
 - Decision-tree analysis
 - Sensitivity analysis
 - Utility theory
 - Monte Carlo method

TEAM BUILDING IS NOT INHERENT

TRY A TEAM CHECK-UP!

From the first day of your life, you learn that squirming and crying brings you just about everything on your infantile wish list. You do not care whose time or sleep is sacrificed just to satisfy a simple midnight feeding. There is little competition for time or attention . . .

Until you start pre-school or kindergarten . . . All of a sudden, you are completely stressed out. You have to take turns, share your toys, sit still and listen. Kids around you are poking and sassing. Some are familiar to you and friendly . . . some are not. Regardless, the teacher says to get along and play nicely. You've just joined your first team!

Believe it or not, ***we are not born with the ability to be good team players.*** It takes years of practice to learn sharing and listening skills. As we attend grade school, high school and college, very few technical tasks are completed as a team.

So, as you may agree now, it is no surprise that young, aggressive, novice employees may have trouble teaming. They are still holding onto their juvenile tendency to be the first in line or get the "A." If they are smart and resourceful, they will look up to a professional mentor and follow the right ropes. If not, they will forever live in the world of immaturity and dead-end careers.

What can be said about more advanced management? Do they ever grasp the concept of teaming? Are project management teams too difficult to manage with all types and levels of employees in the contribution circle?

Answering any of the above questions is not easy; however, it may be our natural "work for money" attitude causing us to be selfish.

Because competition is tough, our managers push efficiency and shun healthy team interaction. There are unwritten rules about socializing, laughing, talking too long over the coffee machine and taking a smoke break.

What can we do to change our business habits? How can we go to work and be comfortable that the team is ready, willing and happy to work on the project? How?

A good approach is to conduct a "***Team Check-Up***". We all need health check-ups, right? A team check up is not much different: ***The goal is still to find a diagnosis and get cured!***

These next few steps will require some time and several meetings. It is good to inform team members ahead of time that a series of important team building meetings will take place. It is very important that the atmosphere is casual, non-threatening, convenient and that distractions are removed.

1. Let's begin with the project itself. Ask your team if they like the project. Is it good for the company? Will it be successful? If not, when should we re-evaluate the project or maybe stop it all together? Ask them which projects were their favorites, which ones were kind of a waste of their time? Discuss project visibility against other projects or programs.

2. Next, move onto team skills and career goals. Do their skills match the business you bring into the ring? Do they feel they are not using their skills on the project? Where do they see themselves 12 months from now? Are they happy with the challenges of the project, or bored?

3. Now, let's look at interaction. At this point, your team members will be a little more apt to communicate and talk about feelings. Ask three, very easy questions: 1) What does our team do well?, 2) What areas could the team improve? 3) Based on corporate and team goals, what can the team contribute to the customer and/or end result to meet these goals?

It's time to discover your diagnosis. It is the project manager's goal to use the output from the above, three steps to generate an action item list. This list is the basis for both diagnosis and resolution. ***However, before you go targeting the team, look at management first!***

The very first step to achieving a diagnosis is to separate the "management" problems from the "team problems." Ask management, separately, to consider the team as a tool for success and to really look at each issue as a kind of ***preventative maintenance*** step. Teams need management to maintain the working environment. Teams need regular training, equipment, support and rewards. Sounds like a "Check-Up" to me!

After the management issues are resolved, look to see if the overall team's health has improved. If the atmosphere is on its way up, you are moving in the right direction. This is the perfect time to make the remaining diagnoses. Common team diagnoses include over-pleasing the functional manager, scope interpretation problems, too little or too much PM involvement and/or inability to interact with the customer or end-user.

The most important approach is to set mutually agreed upon goals and have the team design the path to success. Have each team member's contribution to the improvement process be as equal as possible. Also, consider the improvement process task list just as important as the project deliverables.

People will learn quickly that favorable results are dependent upon the health of the team. Thank your team repeatedly for working together and keeping the bond.

Margaret Cunningham, PMP



UC Irvine
extension

Project Management Accelerated Courses for Fall 2001

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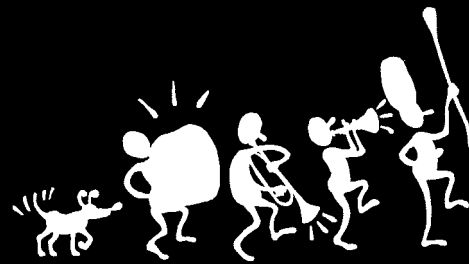
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NEWS FROM HEADQUARTERS



PMI® will continue to make the *PMBOK® Guide*–1996 Edition available for viewing and downloading on the PMI Web site until 31 December 2001. As you may recall, it was previously announced that the document would be made available only through 1 July 2001. Thereafter, the *PMBOK® Guide*–1996 Edition will no longer be considered in active production as it has been superseded by the 2000 Edition.

Please note that, starting 1 January 2002, the examination for the PMP® Certification Program will be based on the new *PMBOK® Guide*–2000 Edition. Excerpts of the new edition will remain available for viewing and downloading on the PMI Web site. (sfahrenkrog@pmi.org)

A number of Project Management Professionals (PMP®) received a letter dated 13 August 2001, identifying Professional Development Unit (PDU) totals for the Professional Development Program (PDP®). Unfortunately, due to an inaccurate query in the PDP database, some of the letters contained inaccurate PDU totals. Rest assured no PDU records have been lost and this error did not affect the PDP database. To view your transcript on-line, please visit www.pmi.org/certification/pdp/forms.htm#PDP. PMPs who previously received a Letter of Acknowledgement from PMI, stating that they had reached the 60 PDU requirement, should disregard the letter that was sent 13 August 2001.

Any PMP who has been notified by previous correspondence stating that the 60 PDU requirement has been met will be receiving a Certification Renewal Application package by September 2001.

PMI apologizes for any inconvenience this has caused. If you have any questions or concerns, please contact the Certification Department at +610-356-4600, or email Christine Falls at cfalls@pmi.org.

PMI Election Update: Paper ballots will be mailed to all members/PMPs who did not vote online on or before 6 September 2001. Members who receive a paper ballot have the option to return their ballot via the online process or postal mail. All ballots must be returned on or before 5:00 p.m. (U.S. Eastern Time), 12 October 2001. (admin@pmi.org)

PMI 2001, “First to the Future” News: The full seminar descriptions for the Pre- and Post-Symposium Seminars are now being posted to the PMI Web site. These seminars offer Project Management Professionals an opportunity to earn valuable Professional Development Units (PDU). PMPs are required to earn 60 PDUs every three years in order to maintain their PMP certification. Visit www.pmi.org/pmi2001 to learn more about the seminars. (mtgs-conv@pmi.org)

PMI is excited to announce a special Career Connections event to be held at PMI 2001. PMI Career Connections is a career-networking event, which provides a forum for job seekers and employers to meet and discuss career advancement opportunities. PMI Career Connections will be held in conjunction with PMI 2001, on Sunday, 4 November, 9:00 a.m.–4:00 p.m. US Central Time, at the Opryland Hotel in Nashville, Tennessee USA. There will be opportunities for job seekers and employers to participate on site or online. Visit www.pmi.org/pmi2001 for more information. (CareerHQ@pmi.org)

For the first time, PMI 2001 “First to the Future” will feature a Research Topics track. This scholarly track will focus entirely on research findings in areas related to project management. Papers in the track include “Selling Project Management to Senior Executives: Preliminary Phase II Findings,” “Delivering Projects: What the Winners Do,” and “Calculating the \$\$\$ Value of Project Management.” For more information on the Research Topics Track papers or any other paper presentations, visit www.pmi.org/pmi2001/papers.

In addition, you may now register online at www.cmsusa.com/pmi14 for both the Research and Standards Open Working Sessions at the PMI 2001. For information on the Research Open Working Session, please visit www.pmi.org/research/session.htm. Please log on to www.pmi.org/standards/sessions.htm for information on the Standards Open Working Session. (sfahrenkrog@pmi.org)

PMI 2001 is being held 1-10 November in Nashville, Tennessee USA. You can register online at www.pmi.org/pmi2001. (mtgs-conv@pmi.org)



MONTHLY DINNER MEETING

TUESDAY, SEPTEMBER 11, 2001

Program: PANEL ON PROJECT MANAGEMENT
OFFICE

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts
Costa Mesa
Behind the O. C. Performing Arts Center

Time: 5:30 - 9:00 p.m.

Cost: In Advance
Members \$30.00
Non-Members \$35.00
At the Door \$40.00

Please register online at <http://www.pmi-oc.org>

Payment, by cash or check, may be made at the meeting.

Checks should be made out to PMI-OC.

Make your reservation by 5:00 pm, Thursday, September 6th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, September 6th, will be charged the "At the Door" price.

If you are unable to attend, please cancel your reservation by sending an e-mail to Judy Quenzer at coachjq@home.com.

ANSWERS TO PMP® EXAM QUESTIONS

ANSWERS TO PMP EXAM QUESTIONS (from page 7)

1. a. **Matrix** — Used when projects are complex, involving cross-functional efforts, the matrix structure is a blend of functional and projectized organizations.
(Ref. PMBOK, pg. 20).
2. c. **A manager external to the project** — The project charter should be issued by a manager outside the project but at a level appropriate to the project's needs. Because the project charter provides the project manager with the authority to apply organizational resources, it should not be issued by the project manager. Functional managers should have approval authority.
(Ref. PMBOK, pg. 50)
3. c. **Utility theory** — Utility theory attempts to formalize management's attitude toward risk. For example, it may be reasonable to assume that a potential loss of 90% will not be viewed with the same equanimity as a loss of 10%. Somewhere between these percentages the perception will change. At which point will depend on the attitude of the decision maker. In practical work, utility theory tends to be viewed as theoretical.

NEW MEMBERS

Continued from Page 2

Kathleen Mullins
New Horizons Computer Learning

Daniel O'Connor
Sea Launch/Boeing Operations

Lisa O'Leary
Bank of America

Pamela Pence
PENCE Consultants, Inc.

Parviz Rashti

Christopher Simpson
Automobile Club of Southern CA

Graciela Marque Williams
TRW-Tactical Systems

Ra-an Wyley
AT&T Wireless Services

Michael Wittels
PacifiCare of California

Kurt Zimmerman
AT&T Wireless

Total New Members: 32
PMI-OC Membership: 874

PMI-OC WEB SITE

Visit our web site at:

<http://www.pmi-oc.org>

to make your reservation for the dinner meeting and to stay informed of events that are important to members and to project management.

NOTICE

Did you know that you can advertise jobs for **FREE** on the PMI-OC Web Site. Check it out at <http://www.pmi-oc.org>.

E-MAIL

If you would like to receive e-mail announcements about upcoming PMI-OC events, contact Rstein@PTStaffing.com

PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Article submissions and advertising are welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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Irvine, CA 92623-5743
or kristine_munson@hotmail.com

COMING EVENTS

SEPTEMBER 11

PMI-OC Volunteer Appreciation Day

OCTOBER 9

Project Leadership—Time to Bring in the Coach

by Jeff Blanton, PMP

Annual Business Meeting and Officer Election

NOVEMBER 13

Unleashing the Full Power of Project Management
in the Internet Age—What CEO's Must Demand
to Compete and Collaborate in the Internet Age

Russell D. Archibald, PMP, PMI Fellow

DECEMBER 11

Work Life Balance Presentation and Holiday Party

by Kathleen "Max" Latham

EVERY 4th MONDAY

PMI-OC Board Meeting

PMI/OC **MILESTONES**

Project Management Institute

Orange County Chapter, Inc.

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ADDRESS CORRECTION REQUESTED